



Project Charter

Project Name

Hiring Process

One Sentence Description

Value Stream Map the hiring process for classified and un-classified jobs including both competitive and non-competitive positions.

Project Sponsor

Rick Ceschin

Project Leader

Karen Kimple

Team Members

Name	Title
Angela Nixon	Employment and Staffing Manager
Linz Estrada-Gonzalez	HR Analyst
Lori Brown	HR Coordinator (Parks)
Shelia Pospichal	Management Assistant - HR (Zoo)
Maria Ledger	Director of Family Care
Karen Adair	Director of Acute Inpatient Services
Barb Tess	Deputy Comptroller

Principle Stakeholders

Hiring Manager, Applicant, New Hire, Employment Manager, Human Resources Generalist

Date Chartered	Project Start Date	Target Completion Date
8/6/2014	8/19/2014	12/31/2014

Process Bounds	Start Point	Stop Point
	Hiring Manager identifies the need to fill a new or existing position.	Employee's first day of employment.

Out of Scope

Onboarding Process, Employee Orientation, System Updates & Employee Turnover

Process Importance - Business Need for Improvement

The current employment process takes too much time from when the job opening is identified until it is subsequently filled. The delay often results in higher costs due to:

- overtime pay and/or contractor costs to temporarily cover job opening
- excessive staff time to work with HR to fill the opening
- staff time to repeatedly train new employees due to high turnover rate
- sometimes having to start the process over if candidate is not hired in a timely manner or is not a good fit

Process Problem

There is currently no standardized and transparent process for filling job openings across the County. The process is cumbersome and because it takes so long, it results in frustrated Hiring Managers and discouraged candidates. There are no clear established roles for the HR Generalist, the Hiring Manager and the Employment

group. Job requirements for openings are not well-established and result in candidate lists that do not always fit management's needs. There is a lack of screening tools available to Hiring Managers which results in managers making poor hiring decisions. Without an efficient process for handling the high volume of applicants, there is a lack of communication back to the candidates which leads to a negative impression on that individual and the community.

Project Goals and Objectives

- Gather basic “current state” metrics to establish a baseline of before/after:
- number of days from the time the requisition is approved by the Department Manager to the new employees’ first day at work
 - turnover rate
 - number of openings filled versus the number of applicants
- Clarify the roles and duties of the Employment group, the HR Generalist and the Hiring Manager
- Strive for a more standardized and efficient employment process throughout the County
- Identify tools, training and coaching opportunities for Hiring Managers that would result in greater compliance with employment law, City Ordinances, and Civil Service Rules
- Prioritize any recommended Civil Service Rule changes that would have a significant impact on the process

Project Approval Signatures				
Role	Project Sponsor	Project Leader		
Name				
Division				
Signature				

Action Plan

	Description	Resp.	Due Date
1			
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